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Approved For Release 2001/09/05 : CIA-RDP81-00142R00050060023-9

DD/A Registry

File Personnel-12

DD/A 78-~~████████~~ 1378/1A

2 May 1978

MEMORANDUM FOR: Director of Communications  
Director of Data Processing  
Director of Finance  
Director of Logistics  
Director of Medical Services  
Director of Personnel  
Director of Security  
Director of Training

25X1A      FROM : ██████████  
SUBJECT : DDA Career Management Officer  
REFERENCE : a) Memo frm DDCI to DDA, DNFAC, DDO, DDS&T, Chmn, E CS, dtd 7 Apr 78, subj: Uniform Promotion System;  
b) Memo frm D/Pers to DDA, DNFAC, DDO, DDS&T, Chmn, E CS, dtd 25 Apr 78, subj: Implementation of DDCI Memorandum on Uniform Promotion System

1. (U) Following is a status report, keyed to the paragraphs of the referenced memos, concerning actions that have been taken and actions that need to be initiated at the Directorate and sub-group levels.

a. The Career Management Staff, working with the Office of Personnel, has been moving toward the establishment of Directorate promotion plan targets. While we believe we now have a workable promotion plan at the Directorate level, it is somewhat difficult to apportion that overall plan into nine separate ones for application to each sub-group. Thus, even though we have made good headway in developing a Directorate-wide promotion plan, we are still looking for the best solution concerning an internal mechanism to monitor and allocate promotions among the sub-groups.

Approved For Release 2001/09/05 : CIA-RDP81-00142R00050060023-9

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b. Each sub-group should review its internal mechanism for identification of the bottom three percent. It appears that the Directorate procedures for the bottom three percent are sound but the thrust now is to apply aggressively the current regulation.

c. We have discussed the establishment of the independent review panel to review each bottom three percent case. Our thinking is that a five-person board chaired by the A/DDA with the other four members drafted from the GS-17 Directorate population and serving 18- to 24-month tours on a rotating basis would be appropriate. The DDA/CMO could serve as the executive secretary to the review board. If this seems reasonable, we will pursue the initial board selection and will notify those designated and the Director of Personnel.

d. The Directorate should be in pretty good shape with regard to developing and publishing specific promotion criteria. The DDA personnel management handbook requires that "each Career sub-group will develop criteria and procedures for conducting a promotion evaluation at least once a year. These criteria must be published and disseminated to all employees." The handbook goes on to say that "quality of performance and demonstrated ability to perform at a higher level should be the primary published criteria." We ask that each sub-group review by 15 May its published promotion criteria to ensure compliance with the DDA handbook and if necessary to replace vague promotion criteria with specific factors that affect evaluation for promotion or comparative ranking. Upon reading the published criteria, each sub-group employee should understand exactly what factors are involved in his/her ranking and the relative importance of each factor.

e. It appears clarification will be necessary before we can provide sound advice regarding makeup of boards and panels as affected by the inviolability clause. Our initial thought is to continue with the board and panel structure currently utilized but dispense with ranking for promotion at the panel level. Under this concept the panels would complete comparative evaluations and a short narrative on each employee but would not rank or recommend for promotion. The panel would provide this background

information to the senior board which would rank and recommend for promotion. We will provide additional information concerning board and panel structure when available.

f. For information only.

g. For information only.

ILLEGIB

2. (U) The DDA Clerical Coordinator [REDACTED] Office of Personnel are working together [REDACTED] guidelines for implementation of a DDA Senior Secretarial Panel for GS-08 and above secretarial personnel. These guidelines will be discussed with each Office.

3. (U) We plan to meet with the sub-groups within the next few days. In the meantime we would appreciate any comments or suggestions you can provide.



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## Distribution:

Orig - D/OC

1 - Each additional adse

1 - DDA subj

1 - DDA chrono

1 - CMO/DDA

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Approved For Release 2001/09/05 : CIA-RDP81-00142R000500060023-9

DD/A Registry	
78-1378	12

8 JUL 1978

**DD/A Registry**

**File Personnel - 12**

MEMORANDUM FOR: Deputy Director of Central Intelligence

FROM : F. W. M. Janney  
Director of Personnel

SUBJECT : Uniform Promotion System

REFERENCE : Multi adse memo fr DDCI dtd 7 Apr 78,  
same subject

1. Action Requested: Paragraph 4 contains recommendations for your approval in connection with subject promotion system.

2. Background: Reference advised the Heads of the respective Career Services of the establishment of a uniform promotion system in the Agency and that the Office of Personnel would work with the Career Services to develop an Agency-wide promotion schedule.

3. Staff Position: It is the general feeling of the Career Services that in order to have available the most current performance data for evaluation and ranking exercises, the promotion schedule should be as closely aligned to the Fitness Report schedule as possible. We propose that 120 days after the completion of the Fitness Report period be provided for Career Service Panel action and Office of Personnel implementation of the recommendations, with the promotions to be effective the first pay period thereafter.

The current Fitness Report schedule does not provide for an even distribution of workload during the year, nor more importantly, does it provide a sequence of grade levels of promotion to provide the advantages of maximum available headroom, which includes for the more senior grades the benefits of the normal attrition cycle. A revised Fitness Report schedule has been developed which programs the promotion cycle to take advantage of all possible benefits of headroom availability and is acceptable to all the Career Services except the DDO. The panel structure and evaluation schedule which is the basis for the DDO system cannot be adjusted to fit the Fitness Report schedule and the 120 day working period. Various adjustments were tried, including a 150 day

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working period, but none are acceptable. The DDO has proposed that they be allowed to establish their own Fitness Report schedule (which they now have) and timing for panel evaluations and rankings. [REDACTED] would meet ILLEGIB the Agency promotion dates. This has the disadvantage of differing evaluation periods for the employees of the different [REDACTED] services, albeit if the proposal below for optional semi-annual [REDACTED] is acceptable, this may not be significant. Rather than [REDACTED] all the Career Services by depriving them of the progressive [REDACTED] of sequential promotion schedules, we recommend the DDO proposal be approved. One other group in all grades will also have a different evaluation period. These are the employees in the three-year trial period who receive Fitness Reports on a time schedule, rather than grade, to insure appropriate review and evaluation prior to completion of the various segments of the period.

In making the studies for the promotion rates and development of the revised schedules, it became apparent that one annual promotion review of all grades would be unduly restrictive and could impact unfavorably on employees in certain professional grades and in the clerical/secretarial category where promotion is customarily associated with the grades of the position occupied and/or where attrition is normally at a level which allows for a significant number of promotions during the year. Professional personnel entering on duty in grades GS-07 and GS-09, particularly in NFAC, would be seriously affected by being limited to an annual schedule for these lower grades.

It should be noted that in establishing a uniform promotion schedule, a change in the Agency policy for considering periodic step increase (PSI) due dates in establishing effective promotion dates will be required. It has been the practice to delay the effective date of promotion when a PSI is due within a reasonable period of time, normally four bi-weekly pay periods, to take advantage of the additional pay level. To continue such a policy would adversely affect common dates of promotion and we propose, therefore, that effective with the fiscal year 1979, no consideration will be given to due dates of PSIs in establishing the effective date of promotion. This would have only a one-time impact on each employee.

4. Recommendations: It is recommended that

- a. The revised Fitness Report schedule be established for all Career Services except DDO and be effective 1 October 1978. The DDO will meet the uniform promotion dates.

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Approved For Release 2001/09/05 : CIA-RDP81-00142R000500060023-9

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b. The policy of delaying promotions to take advantage of PSIs be discontinued with implementation of the common promotion date for each grade.

c. There be no established schedule for promotion through GS-06 and the components be free to promote employees as merited, within the Career Service criteria for promotion, panel evaluation, overall Career Service headroom and the availability of properly graded positions.

d. Dependent on individual Career Service personnel and grade structure, permit semi-annual promotion exercises for:

- (1) All secretarial and clerical personnel above grade GS-06.
- (2) Professional and technical personnel in grades GS-07 through GS-11.
- (3) Professional and technical personnel in grades GS-12 through GS-15.

The Career Service could elect an option for any one or all of the groups, and establish them for any one or all of its Career Service Subgroups. The initial promotion exercise would be keyed to the Fitness Report schedule with the second review and exercise six months later.

(Signed) F. W. M. Janney

F. W. M. Janney

Attachment

APPROVED

: Frank Carlucci  
Deputy Director of Central Intelligence

12 July 1978  
Date

DISAPPROVED:

Deputy Director of Central Intelligence

\_\_\_\_\_ Date

# ADMINISTRATIVE - INTERNAL USE ONLY

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SUBJECT: Uniform Promotion System

Distribution:

Orig - DDCI (To be returned to D/Pers)  
1 - DDCI  
1 - ER  
2 - DDA  
2 - D/Pers  
1 - OP/RS

STATINTL OP/P&C/RS/ [REDACTED] :cmc (30 Jun 78)

Approved For Release 2001/09/05 : CIA-RDP81-00142R000500060023-9

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Approved for Release 2001/09/05 : GPO : 2000-060023-9

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UNIFORM PROMOTION SCHEDULE

<u>Grade</u>	<u>New Fitness Report Date</u>	<u>Promotion First Pay Period in Month</u>	<u>Old Fitness Report Date</u>
GS-15 and above	3-31	-	3-31
GS-14	4-30	09	3-31
GS-13	6-30	11	12-31
GS-12	7-31	12	12-31
GS-11	8-31	01	9-30
GS-10	9-30	02	9-30
GS-09	9-30	02	6-30
GS-08	12-31	05	6-30
GS-07	12-31	05	6-30
GS-06	01-31	06	6-30
GS-05 and below	03-31	-	3-31

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